

Department of Housing and Community Development
Public Oversight Hearing
for
Mayor's Fiscal Year 2004 Proposed Budget and Financial Plan

Before
The Committee on Economic Development
The Honorable Harold Brazil, Chairman
Council of the District of Columbia






Testimony of Stanley Jackson
Director
Department of Housing and Community Development

Thursday, April 3, 2003

GOOD AFTERNOON, CHAIRMAN BRAZIL AND MEMBERS OF THE ECONOMIC DEVELOPMENT COMMITTEE. I AM STANLEY JACKSON, DIRECTOR OF THE DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT. HERE AT THE TABLE WITH ME TODAY IS HENRY MOSLEY, ASSOCIATE CHIEF FINANCIAL OFFICER FOR THE ECONOMIC DEVELOPMENT CLUSTER. PRESENT IN THE AUDIENCE TO ASSIST US ARE MEMBERS OF MY SENIOR STAFF.



I AM PLEASED TO BE HERE TO TESTIFY ON MAYOR ANTHONY A. WILLIAMS' FISCAL YEAR 2004 (FY 2004) BUDGET REQUEST FOR THE DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT, WHICH I WILL REFER TO AS "DHCD" OR "THE DEPARTMENT" IN MY TESTIMONY. A COPY OF THE REVISED BUDGET IS ATTACHED AND IS REFLECTED IN MY TESTIMONY.

I WILL BE DISCUSSING THE CHALLENGES WE FACE IN FY 2004 AND HOW WE PLAN TO USE THE DEPARTMENT'S FY 2004 BUDGET RESOURCES TO SUPPORT THE HOUSING AND COMMUNITY DEVELOPMENT NEEDS OF OUR CITY. OUR GOAL IS TO IMPROVE NEIGHBORHOOD QUALITY OF LIFE FOR LOW AND MODERATE-INCOME RESIDENTS BY:

-  **MAXIMIZING HOME OWNERSHIP OPPORTUNITIES,**
-  **INCREASING THE SUPPLY OF DECENT, AFFORDABLE HOUSING THROUGH PRESERVATION, REHABILITATION AND ASSISTANCE FOR NEW CONSTRUCTION, AND**
-  **SUPPORTING NEIGHBORHOOD REVITALIZATION AND ECONOMIC OPPORTUNITIES.**

THE CHALLENGES:

FISCAL YEAR 2004 WILL PRESENT US WITH ENORMOUS CHALLENGES. FEDERAL AND LOCAL RESOURCES ARE SHRINKING AT A TIME WHEN THE SUPPORT NEEDED IS GREATER, FOR EXAMPLE:

-  **THE DEMAND FOR AFFORDABLE HOUSING AND SPECIAL NEEDS HOUSING ARE INCREASING,**
-  **THE BOOMING HOUSING MARKET IS PLACING HOME OWNERSHIP OUT OF REACH, NOT ONLY FOR LOW-INCOME RESIDENTS, BUT ALSO FOR MODERATE AND MIDDLE-INCOME RESIDENTS SUCH AS POLICE OFFICERS, FIREFIGHTERS, TEACHERS AND OTHER GOVERNMENT WORKERS. IN FACT, ACCORDING TO THE WASHINGTON POST REAL ESTATE SECTION ON WEDNESDAY, MARCH 19, 2003, THE MEDIAN HOME PRICE ROSE “A STUNNING 33%**

TO \$250,000 FROM \$187,900” LAST YEAR. THIS INCREASE WAS GREATER THAN ANYWHERE ELSE IN THE REGION.

✍✍JOB GROWTH IN THE SERVICE INDUSTRIES IN THE DISTRICT OF COLUMBIA, WHILE PROVIDING ENTRY-LEVEL OPPORTUNITIES, WILL NOT PROVIDE ENOUGH INCOME FOR HOME OWNERSHIP.

✍✍FUTURE REGIONAL ECONOMIC PROJECTIONS INDICATE A GROWING NEED FOR HIGHLY SKILLED WORKERS, WHICH, ACCORDING TO CENSUS DATA, PLACES DISTRICT RESIDENTS AT A COMPETITIVE DISADVANTAGE, AND

✍✍TEN-YEAR PROJECTIONS INDICATE THAT JOB GROWTH WILL OUTSTRIP HOUSING PRODUCTION THROUGHOUT THE REGION, FURTHER COMPOUNDING THE EXISTING SITUATION.

THESE FACTORS MAKE IT IMPERATIVE FOR DHCD TO UTILIZE ALL OF ITS 2004 RESOURCES WISELY AND TO FIND WAYS TO DEVELOP NEW SOURCES OF FUNDING.

THE FY 2004 PERFORMANCE-BASED BUDGET (PBB) REFLECTS THE MAYOR’S EMPHASIS ON HOME OWNERSHIP, THE PRIORITIES IN THE COMMUNITY-BASED CITYWIDE STRATEGIC PLAN, DESIGNATED TARGET AREAS AND COMMENTS AND ADVICE RECEIVED FROM RESIDENTS DURING DHCD PUBLIC HEARINGS AND NEIGHBORHOOD

ACTION MEETINGS. THE PBB BUDGET IS ALIGNED WITH THE FY 2004 CONSOLIDATED ACTION PLAN, AND OUR INTERNAL STRATEGIC PLAN.

FY 2004 BUDGET REQUEST:

DHCD REQUESTS THE COUNCIL'S APPROVAL OF ITS PROPOSED GROSS BUDGET FOR FY 2004. THE REQUEST IS FOR \$85,165,889 WITH 131 FULLTIME EQUIVALENT POSITIONS (FTE). THIS IS AN INCREASE OF \$25,453,889 AND A DECREASE OF SIX (6) FTES FROM THE FY 2003 APPROVED GROSS BUDGET. THESE REDUCED FTES WERE FOR THE LAND DISPOSITION UNIT AND EXPIRED IN FY 2002.

THE TOTAL FY 2004 PROPOSED BASELINE GROSS BUDGET INCLUDES FOUR DIFFERENT SOURCES OF FUNDS:

1. FEDERAL ENTITLEMENT FUNDS FROM THE US DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)	\$42.1 MILLION
2. LOCAL APPROPRIATED FUNDS	\$4.2 MILLION
3. OTHER FUNDS(REPAYMENT ACCOUNTS), AND	\$7.1 MILLION
4. THE HOUSING PRODUCTION TRUST FUND	\$31.4 MILLION

LET ME BREAK OUT THESE FUNDING SOURCES FOR YOU:

FEDERAL FUNDS

DHCD SERVES AS THE CITY'S DESIGNATED GRANT ADMINISTRATOR FOR THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT'S (HUD) FEDERAL ENTITLEMENT PROGRAMS, INCLUDING THE COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM, THE HOME INVESTMENT PARTNERSHIPS PROGRAM (HOME) AND THE EMERGENCY SHELTER GRANTS PROGRAM (ESG). DHCD APPLIES FOR THESE GRANTS BY SUBMITTING A FIVE-YEAR CONSOLIDATED PLAN AND AN ANNUAL ACTION PLAN TO HUD. THE APPLICATION FOR HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS PROGRAM GRANT (HOPWA) IS INCLUDED IN OUR SUBMISSIONS TO HUD, BUT FUNDS ARE DIRECTLY RECEIVED, ADMINISTERED AND MONITORED BY THE D.C. DEPARTMENT OF HEALTH, ADMINISTRATION FOR HIV/AIDS. THE CONSOLIDATED PLAN AND ACTION PLAN ALLOW DHCD TO DESCRIBE THE CITY'S PERFORMANCE TARGETS AND STRATEGIES FOR THE USE OF FEDERAL FUNDS IN PURSUIT OF HUD'S AND THE CITY'S OBJECTIVES.

THE FEDERAL SHARE OF THE BUDGET:

IN THE FY 2004 BUDGET REQUEST, FEDERAL FUNDS MAKE UP ABOUT 50% OF THE TOTAL GROSS BUDGET, PROVIDING \$42,189,000 WHICH

FUNDS 95% OR 125 OF OUR FULL TIME POSITIONS. THIS IS AN INCREASE OF \$21,000 IN THE FEDERAL FUNDING FROM THE APPROVED BUDGET OF FY 2003. THE TWO LARGEST SOURCES OF FEDERAL FUNDS ARE THE COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM (CDBG), WHICH PROVIDES \$31,815,000; (\$22.8 MILLION OF CDBG ENTITLEMENT DOLLARS, AND \$8.95 MILLION IN PROJECTED PROGRAM INCOME); AND THE HOME INVESTMENT PARTNERSHIP PROGRAM (HOME) WHICH PROVIDES \$9,579,000 (\$9.1 MILLION IN ENTITLEMENT FUNDS AND \$.4 MILLION IN PROJECTED PROGRAM INCOME.)

EMERGENCY SHELTER GRANT (ESG)

FOR ADMINISTRATION AND MONITORING OF THE EMERGENCY SHELTER GRANT (ESG), DHCD HAS ENTERED INTO A MEMORANDUM OF UNDERSTANDING WITH THE OFFICE OF THE DEPUTY MAYOR FOR CHILDREN, YOUTH, FAMILIES AND ELDERS. THE DEPUTY MAYOR'S OFFICE WILL MANAGE THE GRANT THROUGH PROJECTS IMPLEMENTED BY THE COMMUNITY PARTNERSHIP FOR THE PREVENTION OF HOMELESSNESS (THE PARTNERSHIP). THE ESG '04 BUDGET OF \$795, 000 IS A REDUCTION \$33,000 FROM FY 2003.

HOUSING FOR PEOPLE WITH AIDS PROGRAM (HOPWA)

FINALLY, THE D.C. DEPARTMENT OF HEALTH, HIV/AIDS ADMINISTRATION DIRECTLY RECEIVES, ADMINISTERS AND MONITORS THE GRANT OF \$9,862,000 FOR THE HOUSING OPPORTUNITIES FOR PEOPLE WITH AIDS PROGRAM (HOPWA) FOR THE DISTRICT AND PORTIONS OF MARYLAND, VIRGINIA AND WEST VIRGINIA.

THE NON-FEDERAL SHARE:

THE REMAINING 50% OF DHCD'S BUDGET IS MADE UP OF LOCAL FUNDS OF JUST OVER \$4.2 MILLION IN D.C. APPROPRIATED FUNDS; AND "OTHER FUNDS" INCLUDING, \$7,182,215 FROM LOAN REPAYMENT ACCOUNTS, AND \$31,499,815 IN THE HOUSING PRODUCTION TRUST FUND.

LOCAL FUNDS

FOR FY 2004 THE PROPOSED LOCAL APPROPRIATION IS \$4,290,859 AND REPRESENTS A NET DECREASE OF \$1,109,141 FROM THE FY 2003 BUDGET. LOCAL FUNDS PAY FOR OVERHEAD, PROGRAM DELIVERY COSTS, AND HOUSING ASSISTANCE TO DISTRICT GOVERNMENT EMPLOYEES AND OTHER RESIDENTS WHOSE INCOMES EXCEED

FEDERAL GUIDELINES. LOCAL FUNDS FOR THE HOME PURCHASE ASSISTANCE PROGRAM (HPAP), IN PARTICULAR, ENABLE OUR PROGRAM TO HELP RETAIN AND ATTRACT MIDDLE-INCOME AND WORKING FAMILIES SUCH AS, POLICE OFFICERS, FIREFIGHTERS, TEACHERS AND OTHER GOVERNMENT WORKERS TO THE CITY.

OTHER FUNDS

THE CATEGORY OF “OTHER FUNDS” IS MADE UP OF THE HOUSING PRODUCTION TRUST FUND (HPTF) AND LOAN REPAYMENTS THAT ARE RECYCLED INTO THE HOME PURCHASE ASSISTANCE PROGRAM (HPAP) AND THE MULTI-FAMILY RESIDENTIAL REHABILITATION PROGRAM. THESE TYPES OF FUNDS BECOME ESSENTIAL IN MAINTAINING OUR HOME OWNERSHIP PROGRAM.

FOR FY 2004, THE FUNDS BUDGETED IN THE “OTHER FUNDS” CATEGORY TOTAL \$38,686,030, WHICH IS MADE UP OF \$31,499,815 FROM THE HOUSING PRODUCTION TRUST FUND (HPTF), AND \$7,186,216 FROM LOAN REPAYMENTS. THIS IS AN INCREASE OF \$29,324,030 OR 75% FROM THE FY 2003 FUNDING LEVEL OF \$9,362,000. THE FY 2003 APPROVED BUDGET INCLUDED \$6,000,000 FROM THE HPTF, AND \$3,362,000 FROM LOAN REPAYMENTS. THE INCREASE IN 2004 RESULTS

FROM THE USE OF THE \$6.1 MILLION IN THE ACCUMULATED HPAP REPAYMENTS FUND BALANCE, AND THE HPTF DESIGNATED FUND BALANCE OF \$24.3 MILLION, OF WHICH \$13,999,815 IS HPTF CARRY-OVER DOLLARS WITH EXISTING POTENTIAL OBLIGATIONS.

FY 2004 BUDGET AS REFLECTED IN PROGRAMS

IN FISCAL YEAR 2004, DHCD REMAINS FOCUSED ON ITS CORE MISSIONS: ALLOCATING ITS BUDGET DOLLARS TO MAXIMIZE HOME OWNERSHIP, TO STIMULATE NEIGHBORHOOD REVITALIZATION AND ECONOMIC OPPORTUNITIES AND INCREASE THE SUPPLY OF AFFORDABLE HOUSING. OVER 77.7% OF THE BUDGET REFLECTS DIRECT INVESTMENT IN THESE PROGRAM ACTIVITIES.

I WILL NOW DISCUSS OUR FY 2004 FOCUS AREAS:

1. HOME OWNERSHIP, HOME REHABILITATION AND NEIGHBORHOOD INVESTMENT OPPORTUNITIES,

HOMEOWNERSHIP FORMS THE UNDERPINNING OF INDIVIDUAL FINANCIAL SECURITY. IT PROVIDES A SOLID INVESTMENT FOR FAMILIES AND IT INCREASES THE TAX BASE OF THE DISTRICT OF COLUMBIA. IN COMBINATION WITH COMMERCIAL AND COMMUNITY REVITALIZATION ACTIVITIES, HOMEOWNERS STABILIZE

NEIGHBORHOODS THROUGH PARTICIPATION IN AND SUPPORT OF LOCAL BUSINESS, COMMUNITY AND RECREATIONAL FACILITIES.

DHCD HAS BUDGETED \$23.2 MILLION IN 1) ITS PRIMARY HOMEOWNERSHIP INCENTIVE PROGRAMS AND IN 2) NEIGHBORHOOD INVESTMENT ACTIVITIES.

1) THE HOMEOWNERSHIP PORTION OF \$15.1 MILLION WILL FUND INITIATIVES INCLUDING:

- 1) THE HOME PURCHASE ASSISTANCE PROGRAM (HPAP) THAT PROVIDES LOANS TO FIRST TIME HOME-BUYERS FOR DOWN PAYMENTS AND CLOSING COSTS, WITH SPECIAL INCENTIVES FOR DISTRICT POLICE OFFICERS, FIREFIGHTERS, TEACHERS AND OTHER DC GOVERNMENT EMPLOYEES,**
- 2) REHABILITATION OF OWNER-OCCUPIED, SINGLE-FAMILY HOMES TO HELP LOW INCOME AND ELDERLY HOUSEHOLDS TO REHABILITATE THEIR RESIDENCES TO ENSURE THAT THEY MEET BUILDING CODES AND ARE OTHERWISE SAFE AND DECENT PLACES TO LIVE, AND**
- 3) DEVELOPMENT OF SINGLE- AND MULTI-FAMILY PROPERTIES TO BE MADE AVAILABLE FOR SALE AS CONDOMINIUM PROPERTIES OR COOPERATIVE RESIDENCES.**

ADDITIONALLY, DHCD SUPPORTS HOME OWNERSHIP THROUGH THE TENANT APARTMENT PURCHASE PROGRAM (TAPP) WHICH PROVIDES LEGAL ASSISTANCE, COUNSELING AND SEED MONEY LOANS FOR CONVERSION OF RENTAL TO OWNERSHIP UNITS.

2) DHCD'S FOCUS ON NEIGHBORHOOD INVESTMENT PROVIDES \$8.1 MILLION TO FUND A VARIETY OF INITIATIVES SUCH AS NEIGHBORHOOD-BASED ACTIVITIES FOR COMMUNITY REVITALIZATION AND COMMUNITY-BASED HOUSING COUNSELING,

THE FOLLOWING IS A FURTHER BREAK-OUT OUR NEIGHBORHOOD INVESTMENT INITIATIVES:

NEIGHBORHOOD-BASED ACTIVITIES

OUT OF THE TOTAL \$8.1 BUDGET, \$7.45 MILLION FUNDS THE FOLLOWING SERVICES: APPROXIMATELY \$2 MILLION FOR HOUSING COUNSELING SERVICES; AND \$5.45 FOR A COMBINATION OF BUSINESS SERVICES FOR SMALL AND EMERGING BUSINESSES; DEMONSTATION SINGLE FAMILY RESIDENTIAL REHABILITATION PROJECTS TARGETED IN NEIGHBORHOODS WITH SIGNIFICANT AND SPECIFIC NEEDS; AND OTHER ACTIVITIES THAT STRENGTHEN COMMUNITIES

**PREVIOUSLY UNDER-SERVED BY MARKETPLACE-DRIVEN
RESIDENTIAL, ECONOMIC AND COMMERCIAL DEVELOPMENT.**

COMPREHENSIVE HOUSING COUNSELING:

**DHCD'S HOUSING COUNSELING PROGRAM ADDRESSES BOTH
OWNERSHIP AND TENANT NEEDS. HOMEOWNERSHIP SERVICES
ENABLE EXISTING AND POTENTIAL HOMEOWNERS TO GAIN ACCESS
TO:**

- ✍✍ FIRST-TIME HOMEBUYER PROGRAMS,**
- ✍✍ CREDIT COUNSELING AND CREDIT REPAIR ASSISTANCE,**
- ✍✍ HOMEOWNER REHABILITATION PROGRAMS,**
- ✍✍ MORTGAGE DEFAULT PREVENTION SERVICES, AND**
- ✍✍ OTHER SERVICES TO STRENGTHEN HOMEOWNERSHIP
OPPORTUNITIES.**

**INTENSIVE COUNSELING SERVICES ARE ALSO PROVIDED TO TENANT
HOUSEHOLDS FACING A HOUSING CRISIS RELATED TO:**

- ✍✍ ESCALATING RENT COSTS IN RENTAL HOUSING,**
- ✍✍ THE POTENTIAL FOR EVICTION OR OTHER LANDLORD-INITIATED
DISPLACEMENT, OR**
- ✍✍ THE DIFFICULT SEARCH FOR AFFORDABLE RENTAL HOUSING IN
THE DISTRICT'S OVERHEATED REAL ESTATE MARKET.**

OTHER NEIGHBORHOOD INVESTMENTS

DHCD ALSO PROVIDES SUPPORT FOR NEIGHBORHOOD REVITALIZATION THROUGH A COORDINATED APPROACH TO PROVIDE EMPLOYMENT SUPPORT AND TECHNICAL ASSISTANCE FOR SMALL BUSINESSES. BY WORKING WITH OTHER GOVERNMENT PROGRAMS SUCH AS “RESTORE DC” AND WITH AGENCY PARTNERS SUCH AS THE DEPARTMENT OF EMPLOYMENT SERVICES, (DOES) DHCD HOPES TO LEVERAGE RESOURCES FOCUSED ON NEIGHBORHOODS.

SELECTION AND MONITORING OF SUBRECIPIENTS

PROVIDERS OF NEIGHBORHOOD-BASED ACTIVITIES FOR FY 2004 WILL BE SELECTED THROUGH A COMPETITIVE REQUEST FOR APPLICATIONS PROCESS THAT IDENTIFIES THOSE ORGANIZATIONS WITH DEMONSTRATED CAPACITY TO BEST UTILIZE DEPARTMENT GRANT FUNDS.

THE DEPARTMENT’S CURRENT NEIGHBORHOOD-BASED ACTIVITIES PROGRAM EMPHASIZES ACCOUNTABILITY AND COMPLIANCE WITH HUD AND PROGRAM REQUIREMENTS. EACH PROJECT IS REQUIRED TO HAVE COMPREHENSIVE WORK PLANS AND BUDGETS THAT ARE

ACTIVITY- AND ACCOMPLISHMENT-DRIVEN. EACH PROJECT IS MONITORED MONTHLY BY THE RESIDENTIAL AND COMMUNITY SERVICES DIVISION AND AT LEAST QUARTERLY BY THE OFFICE OF PROGRAM MONITORING. EXPENSES FOR ANY SUB-RECIPIENT ARE ALLOWED ONLY IF THEY DEMONSTRATE PERFORMANCE OF A SPECIFIC PROJECT TASK ESSENTIAL TO THE OUTCOMES SPECIFIED IN THE WORK PLANS.

3. AFFORDABLE HOUSING AND REAL ESTATE DEVELOPMENT

IN ADDITION TO ITS OWNERSHIP AND NEIGHBORHOOD INVESTMENT PROGRAMS, A MAJOR PART OF DHCD'S MISSION IS IN AFFORDABLE HOUSING PRODUCTION AND REAL ESTATE DEVELOPMENT. THIS INCLUDES PRESERVATION AND REHABILITATION OF EXISTING HOUSING, ASSISTANCE FOR NEW CONSTRUCTION, AND SUPPORT FOR COMMUNITY DEVELOPMENT.

IN FY 2004, DHCD HAS BUDGETED A TOTAL OF \$42,110,541 FOR DEVELOPMENT FINANCE PROJECT FUNDING. THIS AMOUNT IS MADE UP OF \$219,000 IN LOCAL APPROPRIATED FUNDS, \$10.3 MILLION IN CDBG DOLLARS, \$4.879 MILLION IN HOME PROGRAM DOLLARS, \$26.4 MILLION IN HPTF FUNDS AND \$400,000 FROM MULTI-FAMILY

REHABILITATION REPAYMENTS. OF THE TOTAL AMOUNT, \$39,638,407 WILL ASSIST PROJECTS TO REHABILITATE OR BUILD AFFORDABLE HOUSING, AND TO SUPPORT VITAL COMMUNITY AND COMMERCIAL FACILITIES TO BENEFIT LOW AND MODERATE INCOME RESIDENTS. PROJECTS ARE FUNDED THROUGH A COMPETITIVE REQUEST FOR PROPOSALS PROCESS.

COMMUNITY DEVELOPMENT AND ECONOMIC INITIATIVES

WE BELIEVE THAT A NEIGHBORHOOD IS MORE THAN JUST HOUSES. IT TAKES SCHOOLS, SERVICE CENTERS, RECREATION FACILITIES, LOCAL SHOPS, PARKS AND MORE TO CREATE THE COMPLEX SYNERGY THAT CHARACTERIZES “A VIBRANT NEIGHBORHOOD.” DHCD COLLABORATES WITH RESIDENTS TO CREATE NEIGHBORHOODS BY:

- ~~✍~~ FUNDING COMMUNITY FACILITIES AND LOCAL RETAIL CENTERS,**
- ~~✍~~ ASSISTING WITH THE DISPOSITION OF SOME GOVERNMENT-OWNED PROPERTY FOR NEW NEIGHBORHOOD USES, AND**
- ~~✍~~ GENERATING JOBS FOR LOCAL RESIDENTS THROUGH DHCD-FUNDED PROJECTS.**

ADDITIONAL COMMUNITY SERVICES

HOMELESS SERVICES

SERVICES ARE PROVIDED BY THE COMMUNITY PARTNERSHIP FOR THE PREVENTION OF HOMELESSNESS AND ARE NEGOTIATED FOR EACH EMERGENCY SHELTER GRANT (ESG) YEAR. IN FY 2003, THE SERVICES PROVIDED UNDER THE ESG GRANT INCLUDED: EVICTION PREVENTION GRANTS, SUPPORT FOR A 45-FAMILY SHELTER, AND RENOVATION FOR 300 SHELTER BEDS.

THE CAPITAL BUDGET

?? DHCD REQUESTED NO NEW CAPITAL SPENDING FOR FY 2004, BUT HAS \$5.497 MILLION OF ALLOTMENTS ON EXISTING AUTHORITY TO SUPPORT THE FOLLOWING

?? SUPPORT FOR AFFORDABLE HOUSING, INCLUDING:

~~DE~~ NEIGHBORHOOD REVITALIZATION IN FAR SE/SW, FOR ACQUISITION, DEMOLITION AND SITE INFRASTRUCTURE, (\$.41 MILLION)

~~DE~~ EAST CAPITOL DWELLINGS HOPE VI, FOR SITE INFRASTRUCTURE, DEMOLITION AND CONSTRUCTION, (\$2.58 MILLION) AND

**ACQUISITIONS, INCLUDING ACQUISITION/DEMOLITION ON
FOXHALL PLACE SE AND SITE PREPARATION AT CAMP SIMMS.
(\$2.5 MILLION)**

INITIATIVES:

**TO MEET THE CHALLENGES AHEAD, WE WILL BUILD ON OUR STRONG
BEGINNINGS TO MANAGE EVERY DOLLAR AND EVERY ACTIVITY
WISELY, MAXIMIZING FINANCIAL LEVERAGE AND PROGRAM
OUTCOMES FROM EVERY PROJECT. WE WILL CONTINUALLY RE-
ASSESS FINANCIAL MANAGEMENT, PROGRAMS AND PERSONNEL TO
PROVIDE THE BEST POSSIBLE SERVICES TO OUR COMMUNITIES. WE
WILL “WORK SMARTER” BY FOCUSING ON:**

- ACLOSE MONITORING OF THE TIMELINESS AND ACCURACY OF ALL
FINANCIAL TRANSACTIONS;**
- SUB-RECIPIENT MONITORING FOR COMPLIANCE WITH SCOPES OF
WORK AND FINANCIAL ACCOUNTING,**
- CREATIVE USE OF ALL POTENTIAL FUNDING SOURCES TO EXPAND
HOUSING OPPORTUNITIES,**
- DEPARTMENT-WIDE COMPETENCE IN AND UTILIZATION OF THE
GRANT MANAGEMENT SYSTEM (REFERRED TO AS HDS) TO**

MAINTAIN AND TRACK ALL DHCD PROJECTS/PROGRAMS AND LINK THEM TO THE HUD IDIS SYSTEM,

~~/~~~~/~~IMPROVED OUTREACH, INFORMATION AND ACCESS TO DHCD'S PROGRAMS THROUGH INTENSIFIED MARKETING WITH OUR COMMUNITY OUTREACH AMBASSADORS,

~~/~~~~/~~CONTINUED INVESTMENT IN WORKFORCE DEVELOPMENT AND TRAINING,

~~/~~~~/~~ALIGNMENT OF DHCD NEIGHBORHOOD INVESTMENTS TO MEET THE COMMUNITY'S NEEDS AND DESIRES AS EXPRESSED IN CITY-WIDE PLANNING SESSIONS, THE CONSOLIDATED PLAN PUBLIC HEARINGS AND THROUGH THE LEADERSHIP OF MAYOR WILLIAMS AND THE COUNCIL OF THE DISTRICT OF COLUMBIA.

THIS CONCLUDES MY FORMAL TESTIMONY, MR. CHAIRMAN AND MEMBERS OF THE COMMITTEE. MY STAFF AND I WILL BE PLEASED TO ANSWER YOUR QUESTIONS.

Attachment: Revisions to Budget Book Tables